

High Performance Work Teams in EMS

The Critical Difference

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This presentation attempts to convince the reader that while all the logistical, equipment, financial and process aspects of any business are important, the high performance work team is the critical factor for success and defining difference, especially in the EMS (Electronic Manufacturing Services) industry.

It's a relatively simple matter to replicate equipment and logistical strategies with enough money and time. Also, most of the day to day manufacturing processes are not terribly difficult and most are not proprietary. What is very difficult to achieve is a highly functioning team hitting on all cylinders with a minimum of wasted energy on organizational politics. Some "Lean Enterprise" concepts will be discussed as they apply to work teams.

The presentation will address tactics and strategies for developing, maintaining and continually improving the effectiveness of the EMS team.



High Performance Work Teams ©

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Curriculum Vitae

- Registered Electrical and Industrial Engineer
- Early professional career spent in Manufacturing and Industrial Engineering
- Most time spent running an EMS company
- Active IPC member since 1988
- Currently consulting with Manufacturing Companies

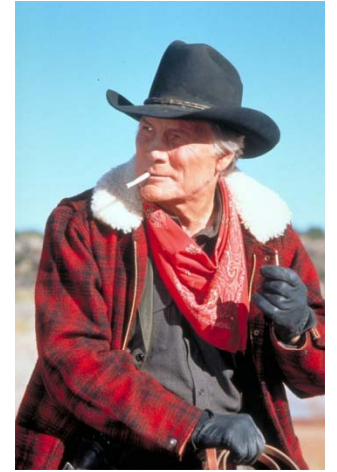
High Performance Work Teams

- Critical Focus for any business, especially EMS
- Anyone can buy equipment
- Anyone can hire your key people
- So, high performing teams are the critical difference!

Atmospheric Conditions

- There must be an atmosphere of acceptance
- There must be an atmosphere of accepting failures as a necessary condition of learning
- There must be an atmosphere of urgency

Value Proposition: The One Thing!



- Must come from or at least be embraced by top management
- Must be able to be supported by credible and demonstrable evidence
- It's as important that your associates understand it as well as your customers

What's your story?

- You need to be able to answer easily
- Your answer needs to be
 - Compelling
 - Concise
 - Clear
 - Communicable



Corporate Statement

- Polonius, in Hamlet said “Brevity is the soul of wit” and might have added “good corporate statements of purpose”
- Example: Legendary Integrity, Flexibility and Responsiveness

Team Development Basics

- Start with solid recruitment strategies
- Use 360 Degree interviews
- Hire for Integrity, Communication Skills and Competence
- Use the interview process to stress the company vision
- This is the time to offer the challenge!

Basic Reinforcement Strategy

- Use day to day issues to emphasize vision
- Make all decisions, especially the tough ones, using the vision statement as the guiding light
- Avoid favoritism, especially for management

Ultimate Reinforcement Strategies



- Use the time honored historical way of communicating values
- Tell and retell the stories that identify who you are as an organization
- Make sure that all people in the organization hear the stories

Reward Performance



- Reward as many things as you can identify
- Reward according to and proportional to the values of the organization
- Reward in public so the entire organization understands what's valued

Conclusion

- Know and communicate the one thing
- Create an atmosphere of acceptance
- Make all decisions for the benefit of the organization, not management or individuals
- Celebrate Success
- Tell and retell the stories